

FOLIO

THE UNIVERSITY OF ALBERTA STAFF BULLETIN

EDMONTON, ALBERTA

25 NOVEMBER 1976

President's Convocation Address

The following address was presented by University President Harry E. Gunning at Fall Convocation, held last Saturday, 20 November.

To provide equal opportunities in every respect, for men and women, may well be the most important goal that our society could define. And while a great deal of effort has been expended in this direction in recent times, we are still a very long way from creating an environment in which women can realize their full potential.

Discrimination against women, in the sense of not providing the same broad spectrum of opportunities for them as have been traditionally available to men, has always been with us; and in Canada, progress toward eliminating this cultural malignancy has been unjustifiably slow.

In many ways our Universities are experimental laboratories in the field of social reform. This is as it should be. Unfortunately with respect to instituting full equality for women, our universities have not shown leadership. The only qualification to this statement would be that perhaps through the advanced education which universities have provided there have developed courageous, highly-educated, and thoroughly articulate women who are now forming the vanguard of the women's equal opportunity movement.

World attention was focused on the problem of discrimination against women by studies which were carried out by the Commission on the Status of Women of the United Nations. As a result in March of 1967 the United Nations General Assembly solemnly proclaimed the ten articles of the "Declaration on the elimination of discrimination against women." At approximately the same time a Royal Commission was appointed in Canada on The Status of Women, and its report published in 1970 contained a depressing array of statistical data which indicated that social injustices in Canada was sex-linked to the male to an overwhelming extent. Thus it was shown that of some 6,000 directors less than fifty were female, and in general women comprised something less than one percent of the leadership in Canadian business.



Richard Kerr

The Commission's findings showed further that women in Canadian universities were little better off than their counterparts in business. Prompted undoubtedly by the report of the Royal Commission on The Status of Women, the Association of Universities and Colleges of Canada issued a series of resolutions urging member universities to eliminate sex discrimination and to ensure that qualified women are appointed to senior academic and administrative positions and policy-making bodies.

In 1973 the University Women's Club charged that there was discrimination against women at the University of Alberta. As a result the University Senate, after detailed discussion, set up a Task Force on the Status of Women chaired by a distinguished Edmonton columnist, June Sheppard. There are three important female groups in a large university such as ours, and these are women academics, women non-academics, and women students.

The Senate Task Force would have liked to undertake a study of all three groups. However, practical limitations imposed by the enormity of the task dictated that the Task Force concentrate in its first study on Academic Women. In March of 1975 the Task Force submitted to the Senate of the University of Alberta its "Report on Academic Women." The report was the result of three separate investigations, including first a detailed analysis of a questionnaire distributed to members of the academic staff to determine their perception of the status of women on campus, secondly a statistical study and analysis carried on by the Office of Institutional Research and Planning, and finally a number of personal interviews with academic staff members, both male and female, concerning the role of academic women on campus.

I would like publicly to record our great

indebtedness to this outstanding Task Force for pointing out to the administration of our University inequities concerning the role-status of academic women on this campus.

The Task Force made some fifteen important recommendations for consideration by the Board of Governors, the President, the Vice-President (Academic), and General Faculties Council—the senior academic governing body of this University—and these important recommendations are gradually being translated into action.

For example, one of the recommendations of the Senate Task Force was that a Director of Women's Affairs be appointed at a senior level and be responsible to the President. In fact we have appointed Jean Lauber, a distinguished zoologist and one of the major leaders in women's affairs in this country, as our Associate Vice-President (Academic). As a result women on this campus have an influential advocate at the senior level of administration of this University.

One of the major findings of the Senate Task force was that a considerable discrepancy existed between the average salary of men and women on the academic staff. In order to study this situation in detail and remedy any injustices to women academics, the Deans' Council has set up a systematic review committee to examine in detail the salary/rank history of every woman on our academic staff. By using sophisticated computer techniques, the committee will be able to compare each academic woman on staff with a male with similar qualifications, discipline, and seniority. As a result of this "matched peer" study accurate salary discrepancies between males and females of equal qualifications and

experience can be specifically identified. We will then be able to remedy any such salary anomalies. This systematic review committee will be chaired by Associate Vice-President Lauber.

The work of the Senate Task Force on the Status of Women provides an outstanding example of the invaluable service that the Senate of the University performs for this institution under its broad mandate: "To enquire into any matter that might tend to enhance the usefulness of the University."

We have obviously as a nation just begun to make progress towards eliminating the complex skein of discrimination against women, which through centuries of cultural conditioning has become so deeply embedded in our attitudes and our values that in most cases we are totally unaware of its subconscious influence upon our judgment.

In order fully to utilize the vast intellectual resource represented by the yet unexploited potential of women, major improvements in our social structure will be required. New imaginative work-patterns must be developed which are designed to meet the unique responsibilities of women. Thus, appointments must be more flexible in time, and employers must provide adequate day care facilities and proper provisions for maternity leave to cite but a few obvious adjustments which must accrue in our society as we move towards realizing this important objective.

There are many fields of endeavor in which women are not properly represented and as a result progress has been thwarted. To correct this situation will require special career counselling for our women students and special types of programs in many cases to meet the unique requirements especially of married women students.

In the United States through action-centred legislation and concerted government commitment, there have been many improvements in the status of academic women. Thus recent statistical data from American universities show that salary discrimination against academic women has essentially been eliminated. In addition the federal government has taken strong steps to provide a more meaningful balance between the sexes in university faculties. One of the most highly contentious approaches to this problem involves what is called "affirmative action." Thus, to qualify for certain types of federal government support in the United States, university departments must set up hiring goals which would ultimately achieve the same ratio of women to men on their staffs as exists in the particular profession. Thus in the field of biology, for example, if as a national average there is one woman among every five PhD's in biology, evidence must

be provided by the department that it is using hiring strategies to move to that ratio in its staff. This policy has provoked a great deal of criticism in the United States, especially from department chairmen responsible for staffing the various academic disciplines, since it is claimed that the emphasis on achieving such affirmative action goals can seriously interfere with hiring the best candidates, regardless of sex. The system is being rationally adjusted to try to meet the dual goals of academic quality and proper distribution of men and women.

A number of major women's groups have suggested that to correct inequities of the past with respect to the employment of women a temporary program of "positive discrimination" must be instituted in which when two candidates, a man and a woman, are found to have equal qualifications for a position, that the woman should be hired until the sex balance in the particular organization properly reflects the overall availability of suitably qualified men and women.

The emphasis in our society on overcoming the prejudices of the past so that we may provide equal opportunities for everybody regardless of sex is probably one of the best indications of the extent to which we are making true progress. At the University of Alberta we hope to develop a community of academic staff, non-academic staff, and students, wherein such pernicious sex-linked discrimination will be progressively eliminated and thereby provide a model for the larger society that we serve.

CONVOCATION ADDRESS

The following address was given by Mary Percy Jackson, MD, at Fall Convocation, 20 November. Dr. Jackson served the Peace River region of Alberta as general practitioner for forty-seven years. Dr. Jackson received an Honorary Doctor of Laws degree at Convocation.

The acquisition of an honorary doctorate must surely be one of the most unlikely things to happen to a woman who has been isolated so long from the academic world. Had I been a sociologist I might have earned a degree by writing of my forty-seven years as a member of a remote community in northern Alberta. Keg River was essentially a Metis and Indian community, living by hunting and trapping, though a few Ukrainian settlers had reached it before homesteading was closed in 1930. I married one of the three fur-traders. Since then, as wife, mother and grandmother, as well as general practitioner, I have had a unique opportunity to watch the disappearance of the old Indian ways of life, and the changes in social relations between white man and native.

FOLIO

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This brief address is about those deteriorating relations, which I think it is of urgent importance for all of us to try to understand. No aboriginal people can ever have had such astronomical sums of money spent on them, to such little satisfaction on either side, as have the native people of Canada recently. Only a huge white bureaucracy is really profiting by it, and its paternalism is demoralizing the native and infuriating the white man.

Please do not accuse me of racial prejudice when I say that although I know many native people who are completely at home in a white man's world, and we have such outstanding Indians as the Lieutenant-Governor, Senator Gladstone and others, nevertheless, one comes to realize gradually, from knowing them as friends, that Indians, status or non-status, Metis or half-breeds, are absolutely fundamentally different from white people, in their way of thinking as well as their attitudes and values. The white man's arrogant certainty of his superiority is resulting in resistance, resentment, drunkenness, violence, and vandalism.

Since World War II the change from dog-toboggan and saddle-horse to snowmobile and automobile; from Indian medicine man to brain surgery and kidney transplant; from illiteracy, even in their own language, to "new math" in ours, has surely been enough to induce cultural shock. Respect for the old people's knowledge and skills, that was so much a part of their way of life, has now changed to valuing chiefly their old age pensions.

Before there were any old age pensions or family allowances the natives were self-supporting, sharing as a community. When their hunting was unsuccessful the small children starved to death, keeping them in ecological balance with their food supply.

In the 1930s I could obtain help through the RCMP for a family in need if the father was in hospital. But the social worker who came, uninvited, in the 1960s, offering help to able-bodied Metis, worked a quick social revolution.

He came with such good intentions. He told the native that his log house was too small, and too dark, not a fit home for his children, that he needed assistance. If you equate civilized living with flush toilets and picture windows, and a coffee table in front of a chesterfield, then that little log house was indeed unfit. But the great great grandparents of those children, who were my neighbours in the 1930s, had always lived in one-roomed log cabins without water supply or sewage disposal, and they were alert and active in their mid-nineties.

This year the Indians of Grouard are getting twenty-six log houses, built on a new plan,



Mary Percy Jackson

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from short pieces of logs embedded in cement. Since they are to cost us up to \$40,000 apiece, one hopes that this will be as successful a method as the one the Indians invented long ago. Those despised log houses were small and well-insulated, with sod roofs, and walls carefully chinked with moss, and no great expanse of window radiating heat into the winter night. They could be heated with a minimum of firewood. I remember being intrigued by perfect dove-tailed corners, built by a native who had neither ruler, square, spirit level, nor mitre-box.

The social worker not only belittled the log house, he disparaged their way of life. The first time a trapper came in from the bush with his furs, to be greeted by his wife with the information that she had managed to talk the Welfare man out of more money, in half an hour, than he had made in a two-week hunt, he lost some of his pride and self-respect. Trapping has almost died out since this easier source of food was discovered. It was always a cold, hard, uncertain way of making a living, though the successful hunter gained a great prestige, and sometimes made as much as \$3,000 in a month.

The practice of medicine too was changed by the social worker who told the patient that he would qualify for increased benefits if he was permanently disabled. The temptation to give up the painful struggle to recover was irresistible when backed by financial reward for remaining handicapped. But one couldn't help feeling that he would have recovered, remembering some of his hardy ancestors: the man who lay alone all summer on the banks of the North Saskatchewan, waiting for a fractured spine to heal . . . the one who walked forty miles, at seventy below zero, with a

frozen foot . . . the one who crawled ten miles, after splitting his foot with an axe . . . the old woman in her eighties, who carried her old husband nearly half a mile after he had a stroke . . . they were astonishingly tough.

Social assistance for the unmarried mother and her baby has made pregnancy an easy way for the Metis teenager to escape school and make money. The number of pregnancies in girls under seventeen has increased sharply in the past fifteen years. Marriage is not often considered, as this would stop the flow of money. But irresponsible fathers and immature mothers seem to offer a poor start for the babies, no matter how much assistance is given.

Most of my Metis friendships date back to the years of the Depression, when nobody had any money. They hunted moose, we grew vegetables and raised chickens, and we helped and respected each other. Relations seem less friendly now between our races, and I think one of the reasons for the developing hostility is that the native, through social assistance, is buying so many luxuries that the taxpayer hesitates to buy for his own family. Cars, television, Polaroid cameras, tape recorders, T-bone steaks, frozen strawberries . . . the list is endless. The money intended to raise the standard of living of native people, is building a wall of racial intolerance. There are so many little things that irritate: the Indian who is getting his third pre-fabricated house while the white man is still paying for the first . . . the Metis who is getting over a thousand dollars a month in Welfare and Family Allowance, who is getting a \$10,000 grant to fix his house . . . the \$17,000 paid to the Metis of Keg River to get out their own

winter firewood, just after the other government had given most of them oil furnaces . . . the Metis girls who were given plane tickets to go visit their sister in Calgary whom they hadn't seen for a long time . . . the native school children resplendent each winter in new clothes, while the white child wears last year's . . . the sight of dirty disposable diapers festooning the bushes, reminding the taxpayer that they cost more than \$300 per baby, per year . . . the old cars, as many as twenty in a yard, another constant eyesore.

The storekeeper, profiting from this enormous infusion of money sees things quite differently. As the Hudson's Bay western manager remarked to us cynically, "It's a hell of a way to run a government, but boy! is it ever good for business!" It is quite obvious that removal of social assistance now would mean economic disaster in northern Alberta, for the white man as well as native. Even the taxi driver makes most of his income transporting Indians sixty miles to the nearest liquor vendor.

I am not suggesting that the native should go back to living in a log cabin on moosemeat and bannock. He would be crazy if he wanted to. The old life is gone, but with it went the sense of achievement and personal worth, and also the harsh discipline of life in the bush which teenagers learned as soon as they were old enough to accompany their fathers. We already have teenagers in school who have never known their fathers to earn any money, and they show their contempt for the community by vandalism and theft. Trying to help them, the Courts impose minimum or suspended sentences, and even manslaughter gets a minimum penalty if the perpetrator is of Indian blood and was drinking. This "reverse discrimination" builds a stereotype of the Indian as a drunken, violent, irresponsible savage, who knows no better. It harms all people of Indian blood.

Attempts to teach Indians to farm date back to Treaty 6, signed exactly a hundred years ago. This provided hand tools and seeds for gardens and potatoes and oats. Being meat-eaters the Indians probably never bothered. My husband, in the 1920s, first gave them vegetables to eat, in their meals when they were working for him, and then he ploughed garden patches for them and gave them seed potatoes. In 1960 hundreds of Metis and Indians were taken to Lethbridge to work in the sugar beet fields, but they found the work humiliating. The teachers also complained that their Metis students were missing two months of school so that they could go as child labor to the beet fields. So that fell through after a year or two.

Attempts to integrate natives into the farm

labor force of the north were having some success ten or fifteen years ago. Many young adult Metis, who had previously known only four-footed horse power were becoming competent to handle big power machinery. But welfare discouraged that. A letter from the Department of Welfare in 1968 explained: "Metis people working for farmers at Keg River consider themselves exploited, since they get only the minimum wage, and work only as weather allows. When the weather is good they are expected to work many hours of overtime, without overtime pay. When it rains and they cannot work they have to request social assistance, and so, many of them are inclined to accept assistance as part of their life, and have lost all interest in taking employment."

I have watched many teachers struggling with the problems of educating Indians, Metis, and white children. Some really excellent teachers treated them all alike, and demanded equal standards of work and behavior, and the results of their work can be seen years later, not only in good writing and spelling, but also in self-assurance. It is disappointing that the Honorable Jean Chretien, when he was Minister of Northern Affairs, advocated acceptance of lower standards and sporadic attendance by natives.

Our present efforts to provide special opportunities and special financial incentives to continue their education does keep them off the rolls of the unemployed, but does not seem to be achieving much else. Upgrading classes to help school drop-outs to obtain grade 9 or 12 equivalency, are popular largely because of the \$70 per week paid for attendance. The Federal Government through Manpower is paying \$75,000,000 to upgrade the education provided by the Province.

A ten-month Native Cultural Awareness Course is also quite profitable to attend. Natives learn bead and feather work and moccasin making, etc. from their own old people, which helps to maintain the buckskin and beads culture, and may qualify some of them to work in museums, but it certainly doesn't equip most of them to go out as equals into the world of work.

The Carrothers Report said that some of the young people of north were being educated into a state of unemployability. Bechtel, in Fort McMurray, training natives on the job, is reported to be having considerable success.

There are many jobs in the north that do not require formal education, or even English. When the Great Slave Railway was built in the 1960s, the contractors shipped in Portuguese laborers from Portugal. Men who spoke no English, had never seen snow before, did not know when they were frostbitten.

They built hundreds of miles of track right through our country full of Metis and Indians on social assistance. Our natives could have done that work and gained in self-respect as well as millions of dollars in wages.

Changing the way of life of a whole people, from hunter-gatherer to stable agricultural and industrial wage economy, will take time, but it will never happen if we maintain them as an inferior people, in a state of dependency, without pride, opting out of the work force and the community, retreating to reserves and colonies, succumbing completely to the insidious temptation to accept assistance from a government that obviously has so much money.

I wish your generation success in tackling this great problem. My generation seems to have made a first class start on paving hell with good intentions.

GENERAL FACULTIES COUNCIL AGENDA

The following agenda has been received from Margaret Midgley, Secretary to General Faculties Council.

A meeting of the General Faculties Council will be held on Monday, 29 November, at 2 p.m. in the Council Chamber, University Hall.

1. Approval of the agenda
2. Approval of the minutes of 25 October
3. Question period
4. Executive Committee reports
5. Report from Board of Governors
6. New members of GFC for 1976-77
7. Nominating Committee report
8. Proposed amendments to Academic Staff Agreement—Part I (deferred from a previous meeting)
9. Employment policies (deferred from a previous meeting)
10. Articulation Committee and Admission Requirements Committee: proposed amalgamation (deferred from a previous meeting)
11. GFC Committee on Equal Opportunities: recommendations of the Executive Committee (deferred from a previous meeting)
12. Release of first term final grades: proposed discontinuance of notification by mail.
13. Replacement of undergraduate student member of Nominating Committee
14. University Planning Committee: report on preparation of 1976-77 Operating Budget and Operating Budget Guidelines for 1977-78
15. General Promotions and Salaries Committee: re proposed designated student membership (deferred from a previous meeting)
16. GFC Ad Hoc Committee to Investigate Undergraduate Writing Skills: continuation of

discussion of report (deferred from a previous meeting)

17. Supplemental examinations: request for interpretation of existing regulations (deferred from a previous meeting)

18. Audit privileges: proposed change in regulations (deferred from a previous meeting)

19. Reports of Vice-President (Academic) on filling unadvertised vacancies (deferred from a previous meeting)

20. Obligations of serviced and servicing faculties: position paper (deferred from a previous meeting)

21. Special Sessions Committee: annual reports on Spring Session 1976, Summer Session 1976, and Evening Credit Program (Off-Campus) 1975-76 (deferred from a previous meeting)

22. Faculty of Medicine's request to raise admission standards: report of Admission Requirements Committee (deferred from a previous meeting)

23. Smoking at GFC meetings

24. Other business

A PROPOSAL FOR THE REORGANIZATION OF THE UNIVERSITY GOVERNING STRUCTURE

The Committee of Chairmen, an informal group comprising more than sixty department chairmen and their equivalents from faculties throughout the University, dissatisfied with the present organizational structure of the University, has proposed a substantive reorganization.

Nine members of the Committee of Chairmen are elected annually to serve as executive officers and form three committees to advise the three Vice-Presidents respectively.

The chairmen of the three committees in turn comprise a liaison committee to advise the University President. The purpose of these committees is to relay suggestions from the departments to the central administration.

The Executive are: T.M. Nelson (Psychology), Chairman of the Chairmen's Committee; D.W. Westlake (Microbiology); B.W. Wilkinson (Economics); G.L. Berry (Secondary Education); F.L. Jackson (Medical Bacteriology); H. Jackson (Food Science); G.L. Kulak (Civil Engineering); C.T. Peacocke (Drama); and P.A. Schouls (Philosophy).

The following document has been received from the Committee of Chairmen, for inclusion in Folio. The Committee is sending ballots to all full-time academic staff to seek their opinions on the proposed reorganization.

Preamble

Historical note

Prior to the existence of the present governing structure in this University, jurisdiction and responsibility were centered primarily in the senior

administrative officers—President, Vice-Presidents, deans, department heads or chairmen. Concern existed regarding the accountability of these officers to the University community.

In an attempt to (a) make the administration more *accountable* to the faculty, and (b) to provide *more input* from all academic staff members to the decision-making structure, particularly at the higher echelons of the University, the present framework of General Faculties Council (GFC) and the accompanying extensive committee structure was developed.

The problem

Experience with this system suggests that it has not accomplished these objectives for the following reasons:

1. The staff members' position

(a) Staff members are not always satisfied that they have an effective voice in choosing their immediate academic superior.

(b) They do not always feel that their superior is appropriately accountable to them for the conduct of University affairs. (Such accountability is often ill-defined and variable.)

(c) At the same time, many resent spending so much time on University committees instead of devoting their efforts to their chief responsibilities—teaching and research.

(d) Finally, they do not have effective participation in University policy-making. Rather, only those relatively few people who are on GFC or other major decision-making committees have any real input to many of the policy conclusions reached.

2. The senior administrators' position

(a) Senior administrators are normally assigned responsibility for the University's performance and for providing academic leadership and are expected by the academic staff to be accountable for their management of the University. Yet they often do not have, individually or collectively, as effective input into the decision-making process as might be appropriate given these responsibilities.

(b) They find too that their time is absorbed by many committees, not necessarily of their own choice or making.

3. The nature of GFC and other decision-making committees

These committees are composed primarily of non-administrative academic staff and have the following characteristics:

(a) Members normally do not undergo nearly as careful initial selection procedures before assuming their positions as do chairmen, deans, Vice-Presidents, and the President.

(b) Members do not necessarily have the intimate knowledge of the intricacies of running a department, faculty, or university to assist them in making decisions.

(c) Members do not have to bear the prime responsibility for the implications of their recommendations and decisions.

(d) Finally, the positions which members take on their respective committees frequently may be just their own and may not necessarily represent a carefully considered consensus or majority view of the department or faculty of which they are a member.

The consequences of the present structure

In general, the present elaborate committee structure has actually *reduced* the extent to which senior academic administrators, in all fairness, can be held accountable by the University community for the effective and efficient operation of this institution. It has also resulted in the establishment of decision-making units frequently far less representative of, or accountable to, the entire University staff or the staff of particular faculties than are the senior academic administrative staff.

Ironically, then, instead of moving toward a system where senior academic administrators, individually and/or as a group, are able to represent effectively the position of their administrative unit(s) in the establishment of University policy, and where individual staff members have well-delineated channels for expressing their views on University issues which concern them, the University has moved in the opposite direction. The result has been an increase in the proportion of time spent by many staff members on committees instead of upon teaching and research but with no commensurate resolution of the problems which this structure was apparently initially devised to resolve.

This proposal attempts to alter the administrative structure so as to correct the deficiencies in the present mode of operation.

The Proposal

Objectives and principles

1. The *objective of any reorganization* should be a structure which permits the prime objectives of excellent teaching and research to be achieved as efficiently and economically as possible.

2. *Three basic guiding principles* should be adhered to in any such reorganization:

(a) Faculty members should have a *more* effective voice both in the selection of their immediate academic administrative superior and in all discussions relating to the formulation of broad University policy.

(b) The appropriately selected senior academic administrative officers of the University should be made as operational as possible by giving them a prime role in gathering the views of the faculty and in reaching the policy decisions under which they will subsequently have to function.

(c) Each senior academic administrative officer should be clearly *accountable* to his staff and to his superiors, an accountability, as detailed later, which can take various forms.

3. *The responsibilities, rights, and privileges* of individual faculty members would in no way be affected by this proposed reorganization. These are set forth in detailed form in the *Academic Staff Agreement* Part I. Should there be anything in this proposed revision seemingly at variance with the Staff Agreement, then the latter would take precedence over this document.

The recommendations

1. Re decision-making responsibility

THAT the main administrative, decision-making responsibility under the Board of Governors be vested in first, the President of the University and the three Vice-Presidents; second, the deans of the faculties; and third, the department chairmen. If faculties are not departmentalized, coordinators with responsibilities similar to chairmen, would be the third level in the structure.

2. Re role of the President and Vice-Presidents

2.1 THAT the President and Vice-Presidents would work with and rely upon two main committees: a council of deans and a University council of department chairmen.

2.2 THAT the President and Vice-Presidents, perhaps when the budget is brought down, should prepare an annual report to the Deans' Council, to the University Chairmen's Council, and to GFC regarding the state of the University. This report might include the objectives for the past year, the extent or degree to which these have been accomplished, problems remaining, objectives for the new year, and so forth. It could then be an item for discussions in the Deans' Council and/or University Chairmen's Council and GFC.

3. Re The Council of Deans

3.1 THAT there should be a Council of Deans,

chaired by the President with the Vice-Presidents as voting members, which should meet at least once a month during the academic terms, or more often if the President so desired or if a written request were made to the President by some agreed upon number of deans.

3.2 THAT the Council of Deans should be the chief decision-making unit of the University, reporting, when required, to the Board of Governors. For example, major decisions affecting University objectives, priorities, and policies or inter-faculty relations, would come before this committee for final decision or for approval prior to submission to the Board of Governors.

With regard to the University budget, it would be appropriate for deans and heads of non-academic units to make submissions regarding the needs and priorities of their faculty or unit to the President and Vice-Presidents. In turn the President and Vice-Presidents would have the responsibility of preparing the initial recommendations regarding the division of the University budget first between academic and non-academic requirements, and second among the faculties, and for bringing these recommendations and the rationale for them to the Deans' Council. The Deans' Council would then give the final approval to these budget proposals.

3.3 THAT because a dean may represent anywhere from less than twenty-five to over three hundred faculty members, occasions could arise where decisions reached in Deans' Council would not reflect the view of a majority of the academic staff. Therefore, a right of appeal by department chairmen to resolutions of Deans' Council, would be necessary. If some agreed proportion of department chairmen (e.g. 25 percent) made a signed appeal to the President, he would bring the matter to the *University Chairmen's Council* for review and a vote (see 4 below). The results of such a vote would supersede the decision of Deans' Council. When an issue is clearly contentious in Deans' Council, the President himself, or with the Deans' Council, could initiate referral of it to the University Chairmen's Council for final decision.

4. *Re the University Council of Department Chairmen*

4.1 THAT there should be a University Council of Department Chairmen which should meet at least every two months during the academic term, or more often if the President so desired or if a written request were made to the President by some agreed upon number of chairmen (e.g. 25 percent.)

4.2 THAT the University Chairmen's Council, in addition to being a final policy-making unit as in those instances discussed in 3.3 above (*and only in those instances*), should also be an official advisory group to the President. Either the President could ask its advice on matters of concern to him, or it could initiate and make recommendations to the President on its own regarding University objectives, priorities, policies, or procedures.

5. *Re General Faculties Council (GFC)*

THAT General Faculties Council be retained primarily as an influential internal University forum, meeting perhaps twice or three times a year, but without any direct administrative authority or responsibility for the conduct of the University affairs. For one of its meetings the focus might be upon debating the President's and Vice-Presidents' annual report (see 2 above).

6. *Re other existing University committees*

THAT all other existing University committees of a standing or *ad hoc* nature presently reporting to GFC, the President, Vice-President, or Deans' Council be reviewed in the light of this new organizational structure. It would be up to the

President, Vice-Presidents, the Deans' Council, and University Chairmen's Council to decide what committees needed to be retained. An important principle to adhere to would be that in the future no committee would necessarily be permanent. It would exist only as long as the senior administration and University Councils of Deans and Chairmen found it to be serving a useful purpose.

7. *Re Role of non-academic service departments*

7.1 THAT the budgets of the non-academic service departments be approved by the Deans' Council (see 3.2 above).

7.2 THAT at the time the President's report is presented to the Deans' Council, the University Council, and GFC, each non-academic service department would provide a report on its objectives, priorities, the extent to which objectives are being accomplished, cost structure of each of the various services it performs, and other such information as would be necessary for the reviewing councils to assess its performance.

8. *Re faculty organization*

THAT at the faculty level, the organizational structure of necessity be allowed to vary. Some faculties are not departmentalized, others have only a few departments, and still others have over fifteen departments. The following proposals attempt to reflect the types of differences that may arise and the need to accommodate them. They should be interpreted as representative rather than definitive. The principles regarding responsibility and accountability should be applicable in every instance, however. Two key committees should exist in each faculty: a *Faculty Committee of Chairmen*, and a *Faculty Council*. There would be no need to have an *Executive Council* for each faculty. The Faculty Chairmen's Committee would suffice.

9. *Re the Faculty Committee of Chairmen*

9.1 THAT the Faculty Committee of Chairmen would meet at least three times a year, or more often if the Faculty Committee of Chairmen so desired. A procedure could be established to hold additional meetings if a signed request by a specified number of chairmen or faculty were made to the dean (the number being decided separately within each faculty).

9.2 THAT the Dean would chair the Faculty Committee of Chairmen. Associate deans, if any, would be members of its as well, although whether they had a vote would be up to the faculty to decide. Students could be represented on this committee. Faculties with only a few departments may wish to have on this committee, in addition to department chairmen, several representatives elected from the faculty at large. In non-departmentalized faculties, this committee might instead consist of division or area coordinators, coordinators plus several representatives elected by the faculty members, or, where no coordinators exist, of elected faculty members.

9.3 THAT this Faculty Committee of Chairmen would be the prime decision-making body within the faculty on interdepartmental, faculty, and inter-faculty objectives, priorities, policies, and practices. Budget allocations might be made by the committee if such is agreed upon by the faculty—as is true for Engineering. But it need not be so. An alternative approach would be as exists in the Arts Faculty where chairmen make their submissions to the Dean, and he, working with the Associate Deans, makes his allocations in accord with what he believes to be in the best interests of the faculty. Department chairmen would be responsible for presenting the views of their department to the Committee on whatever issues arise.

9.4 THAT the Faculty Committee of Chairmen

would receive and consider an annual report from the dean and associate deans on the state of the faculty. This report might include the objectives for the past year, the extent or degree to which these objectives had been accomplished, the problems remaining, objectives for the new year, and so on.

10. *Re the Faculty Council*

10.1 THAT the arrangements for Faculty Council meetings would be as for meetings of the Faculty Committee of Chairmen (see 9.1 above).

10.2 THAT the Faculty Council should consist of all faculty members in the faculty and others as the faculty may decide.

10.3 THAT the main function of the Faculty Council would be as an advisory group to the dean and the Faculty Committee of Chairmen on broad matters of faculty policy or inter-faculty relations. It would possibly consider the Deans' annual report (see 9.4 above). On occasion, where a percentage of the full-time faculty (e.g. 25 percent) were dissatisfied with resolutions of the Faculty Chairmen's Committee they could call for the issue to be raised at a Faculty Council meeting for reconsideration and final decision. Or on occasion, the dean or the Faculty Chairmen's Committee may wish to refer a matter to the Council for resolution. But only in these instances would the Council's authority be more than advisory.

10.4 THAT the appointment of associate or assistant deans and the definition of their responsibilities be the prerogative of the dean.

11. *Re other faculty committees*

THAT all other existing faculty committees of a standing or *ad hoc* nature would be reviewed in the light of the new administrative structure. It would be up to the dean, associate deans, and Faculty Chairmen's Committee to jointly decide what committee should be retained or revamped. As with University-wide committees, no committee should in future be viewed as permanent. The performance of committees should be continually assessed, and if they are not serving a useful purpose they should be remodelled or dissolved. Each faculty will probably have its own distinct arrangements regarding types of committees they have and the authority given them.

12. *Re departmental organization*

12.1 THAT within each department (or division), committees be established either as the chairman may find appropriate, or on occasion as the faculty members decide at departmental meetings.

12.2 THAT the department chairman be responsible for soliciting the majority view of his staff on all issues of a faculty or university-wide nature and for presenting these views at either or both of the Faculty Chairmen's Committee or the University Chairmen's Committee.

12.3 THAT once a year, the chairman present a "state of the department" report which could be an item for discussion at a departmental meeting.

12.4 THAT the chairman will be responsible for the appointment of an associate chairman, if he desires one, and for defining his duties and responsibilities.

13. *Re student participation*

THAT students participate in the University decision-making through their representatives having voting rights in departmental meetings and, on occasion, in the Faculty Chairmen's Committee or other faculty committees if a faculty chooses to have student representation on such committees. The deans of each faculty would be responsible for ensuring some coordination of procedures for the selection of student representatives to department and faculty committees.

14. *Re selection of senior administrators*

14.1 *Composition of selection committees* THAT

at the time a new academic administrator is to be chosen, a selection committee be struck. This committee would consist of the immediate academic supervisor of that administrator, representatives from the group for which he would be the supervisor, and such other members as may be decided upon in this particular instance. For example, the committee for the selection of the President would include the Chairman of the Board of Governors, a Vice-President, and such others as the Board might decide. For a Vice-President, the President and at least one dean would be on the committee. For a dean, the Vice-President (Academic) and at least one chairman would be involved. And for a department chairman, the dean and at least one faculty member from the department would be on the committee.

14.2 *The gathering of names and information*

The selection committee would solicit names of people willing to stand for office. *Then, opinions regarding the candidates should be obtained in writing from all academics normally reporting to the position to be filled.* To illustrate, for the President, the views of the Vice-Presidents would be obtained. In this one instance, all deans should be consulted too as they will have to work directly with the President on many occasions. For a dean, all department chairmen in the faculty would be canvassed. And for a chairman, each of the departmental academic staff should have a chance to give his view. On occasion someone from outside the University may be a candidate. In these instances, he would be brought to the University for an interview and then members' views solicited as usual.

14.3 *The criteria to be used in selection.* Once the committee has solicited this information it should select the candidate who, in their judgment, will be best able to assist the University in achieving its objectives of maintaining and improving its standards of teaching and research. This implies that in reaching a decision, the committee will have to consider such matters as the present teaching and research standards of the administrative unit for which the academic administrator is being chosen and whether they need to be enhanced, the performance with respect to teaching and research of the possible candidates, and the degree of support each candidate has within the unit. The weight given to these various matters will vary among faculties. It may be that in some faculties, such as Engineering, the majority view of the academic staff will be the overriding consideration in selecting the new administrator. In other faculties, greater emphasis may be placed on other considerations.

14.4 *Term of office.* The term of office of any senior academic administrator may be variable, depending upon the decision of the Board of Governors in consultation with the selection committee and the candidate chosen. Again, individual faculties will have the authority to establish their own rules on such questions within these broad guidelines. For example they may wish to have appointments without term but subject to review at agreed upon periodic intervals, or at any time, either by a committee formed by the Board or by the appropriate academic administrative senior to the position concerned.

14.5 *Selection of a successor.* Where a fixed term has been established for an administrator, then, in the final year of his term, a new selection committee would be chosen, the existing administrator may wish to let his name stand again, and, if he does so, the committee will consider him along with any other candidates whose names are submitted. Notice that this procedure would *not* require any formal rigorous review committee

should an incumbent wish to stand again for the office. It would simply entail soliciting staff members' view, as well as the views of the incumbent's administrative seniors, as to whether he has been achieving satisfactorily the objectives of the University to steadily improve standards of teaching and research.

Implications of the Proposal

1. Any senior administrator chosen would know that all his staff had been canvassed for their views prior to his selection.
2. Each staff member in turn would have a chance to express his view as to whom he wanted for his next immediate superior. Accordingly, all staff should be more willing to support the person selected.
3. The senior administrators would be made more operational because they would have more effective input into the policy decisions reached by the University community. Concurrently, their accountability to the University for their management of its affairs and the attainment of its objectives would be clear cut.
4. It is conceivable that the *number of committees* in this University would be reduced. Whether or not they are, it is highly probable that the time spent in committees by faculty would be lessened on the one hand and more efficiently utilized on the other hand so that they would have more time to devote to their prime functions, and indeed the prime functions of the University, teaching and research.
5. A systematic and democratic method of obtaining the input of individual faculty members and students to major University policy decisions would be provided. The issues would be debated at departmental levels. In turn the majority departmental view would be input for the formulation of the faculty view which in turn would be represented by the dean at Deans' Council or by chairmen at the University Chairmen's Council. In this way, major policy decisions reached in the senior councils of the University would reflect a much more widespread canvassing of opinion than occurs now with the present GFC structure.
6. Faculty members would also continue to have input to many major decisions of the University via their participation in the Faculty Councils and in the AASUA.
7. Students would have much more effective input into the decisions affecting them through their widespread participation in discussions of University issues in all departments and various faculty committees.
8. As under the present system, at any time during the term of a senior administrator, if anyone in the academic community felt he had cause for *complaint* about the performance of that administrator, he could submit a written statement to the administrator's superior, who in turn would investigate the situation and take such action as he deemed appropriate. As with the present system, the staff member would have the right to appeal to the next higher academic administrator and so on to the Board of Governors if he felt it in his interests to do so.
9. The Administrative and Professional Officers, the Librarians, and the Faculty Service Officers would continue in accordance with Parts II, III and IV of the *Academic Staff Agreement*.

NOTICES

VISITOR PARKING

The Parking Appeals Committee wishes to remind all faculties and departments that temporary visitor parking required for conferences, meetings, or public functions at

the University should be arranged in advance with Parking Services.

McGILL SOCIETY OF NORTHERN ALBERTA

The McGill Society of Northern Alberta will hold a fall reception 2 December at 7:30 p.m. in the Faculty Club. Author J.G. MacGregor will speak on the topic of "Early homestead days in Alberta." Admission is \$1, payable at the door.

SPEAKERS' BUREAU

The Speakers' Bureau helps organizations to engage speakers for their meetings. For more detailed information or brochures, contact the Public Relations Office, 855 General Services Building, telephone 432-4201.

YOGA FOR YOUNG PEOPLE

The University Yoga Fitness Centre will organize a hath yoga course of five lessons emphasizing fitness and relaxation for persons sixteen to thirty years of age, Monday and Wednesday evenings in the Tory Building. Classes begin on 1 December. For more information, telephone H. Dhanaraj, 462-3364. evenings.

THIS WEEK AND NEXT

Listings must reach the Editor by 9 a.m. the Friday prior to publication. Written notification is preferred.

25 NOVEMBER, THURSDAY

Romance Languages Seminar

11 a.m. "Pablo Neruda and the Spanish Civil War," with speaker Germán Bleiberg, Vassar College. Senate Chamber, Arts Building.

Civilisation Series (8)

12:30 p.m. *Dutch Realism. The Royal Society.* L-3 Humanities Centre.

Education Seminar

3:30 p.m. "Criterion-reference testing: some recent developments," with speaker Ron Hambleton, University of Massachusetts. 2-115 Education North.

Geophysics Seminar

3:30 p.m. "Direct interpretation of resistivity measurements," with speaker O.W. Oldenburg, Department of Physics. P636 Physics Building.

Faculty Club

Upstairs. American Thanksgiving: cream of pumpkin soup, roast turkey with fruit and chestnut stuffing, yams with apricots and sunflower seeds, spinach, cranberry orange relish, mincemeat pie. \$5.50 Reservations required.

Humanities Film Society

7 p.m. *Hamlet* with Laurence Olivier. 126 Physics Building.

Student Cinema

7 p.m. and 9:30 p.m. *Stavisky* (France, 1974).

Directed by Alain Resnais and starring Jean-Paul Belmondo. English subtitles. Students' Union Theatre. Admission is \$1.50 advance for students and \$2 at the door. Tickets available at the HUB Box Office.

German Film

7:30 p.m. *Der Freischutz*. TLB-2 Tory Building. Admission is free.

Cinematheque 16

7:30 p.m. *Konfrontation/The Assassination at Davos* (Switzerland, 1975). Directed by Rolf Lyssy. Downstairs, Edmonton Art Gallery. Admission is \$2 for members and \$2.50 for non-members.

Drama Lecture

7:30 p.m. "Polish theatre," with speaker G. Peacock, Department of Drama, L-1 Humanities Centre.

Edmonton Future Society

7:30 p.m. Special interest group discussions of future trends in various aspects of life, including education, government, work, and careers, among others. 2-115 Education North. For further information telephone A. Meyers, 432-3668.

Salon d'histoire Franco-Albertaine

8 p.m. "The negotiations undertaken with the University of Alberta and the Provincial and Federal governments in order to ensure the continuation and development of the work of Collège Saint-Jean," with speaker P. Poirier. Collège Universitaire Saint-Jean, 8406 91 Street.

Edmonton Art Gallery Concert

8 p.m. The Plumber's Union Woodwind Quintet. Downstairs, Edmonton Art Gallery. Admission is free.

Harakati Forum

8 p.m. "Is African unity a myth?" Sponsored by the African Association of Alberta. 104 Students' Union Building.

Guild for Mediaeval and Renaissance Studies

8:15 p.m. "The natural and the supernatural in early medicine," with speaker David Cook, Department of Pharmacology. 3-19 Humanities Centre.

26 NOVEMBER, FRIDAY

Volleyball

9 a.m. to 5 p.m. University Invitational. Main Gymnasium. Admission is free.

Geography Seminar

3 p.m. "Alternative theories of the firm and theories of industrial location," with speaker Peter Townroe, University of East Anglia. 3-36 Tory Building.

Economics Seminar

3 p.m. "A macroeconomic model of the urban residential land and housing markets," with

speaker G. Davies, University of Western Ontario. 8-22 Tory Building.

Faculty Club

Downstairs. German Buffet: sauerbraten, green salad, potato pancakes, mustard-glazed carrots, cherry tart. \$4.95.

Upstairs. Regular dinner menu; reservations required.

Student Cinema

7 p.m. and 9:30 p.m. *The Man Who Would Be King* (United States, 1975). Directed by John Huston and starring Michael Caine and Sean Connery. Students' Union Theatre. Admission is \$1.50 advance for students and \$2 at the door. Tickets available at the HUB Box Office.

Cinematheque 16

7:30 p.m. *Sleeper* (United States, 1973). Directed by and starring Woody Allen. Downstairs, Edmonton Art Gallery. Admission is \$2 for members and \$2.50 for non-members.

National Film Theatre

8 p.m. *Act of the Heart* (Canada, 1970). Directed by Paul Almond and starring Geneviève Bujold. Centennial Library Theatre. Series tickets and single admissions available at the door.

Hockey

8 p.m. Golden Bears versus the UBC Thunderbirds. Varsity Arena. Admission is \$2.50 for adults, \$1.50 for students, and \$1 for children.

Classical Guitar Society

8:30 p.m. John Mills in concert. Provincial Museum Auditorium. Admission is \$4 for students and senior citizens, \$5 for adults. Tickets available at the HUB Box Office.

Edmonton Symphony Orchestra

8:30 p.m. Pierre Hétu conducting, featuring pianist Rudolf Firkusny. The program includes Mozart, Rachmaninoff, and Debussy. Jubilee Auditorium. Tickets available at the Symphony Office, 11712 87 Avenue, telephone 433-2020.

27 NOVEMBER, SATURDAY

Volleyball

9 a.m. to 5 p.m. University Invitational. Main Gymnasium. Admission is free.

Edmonton Art Gallery Concert

2:30 p.m. Bill Emes Trio. Downstairs, Edmonton Art Gallery. Admission is free.

Faculty Club

Downstairs. Fondue night: cheese fondue, salad, black forest cake. \$5.50.

Upstairs. Regular dinner menu; reservations required. Entertainment: Gordon Schmidt Band.

Swimming

7 p.m. Golden Bears versus the University of

Calgary Dinosaurs. West Pool. Admission is free.

Student Cinema

7 p.m. and 9:30 p.m. *The Man Who Would Be King* (United States, 1975). Directed by John Huston and starring Michael Caine and Sean Connery. Students' Union Theatre. Admission is \$1.50 advance for students and \$2 at the door. Tickets available at the HUB Box Office.

Hockey

8 p.m. Golden Bears versus the UBC Thunderbirds. Varsity Arena. Admission is \$2.50 for adults, \$1.50 for students, and \$1 for children.

Edmonton Symphony Orchestra

8:30 p.m. Pierre Hétu conducting, featuring pianist Rudolf Firkusny. The program includes Mozart, Rachmaninoff, and Debussy. Jubilee Auditorium. Tickets available at the Symphony Office, 11712 87 Avenue, telephone 433-2020.

28 NOVEMBER, SUNDAY

Cinematheque 16

2 p.m. *The Bitter Tears of Petra Von Kant/Die Bittern Tranen de Petra Von Kant* (West Germany, 1972). Directed by R.W. Fassbinder. Downstairs, Edmonton Art Gallery. Admission is \$2 for members and \$2.50 for non-members.

Bogart Film Series

4 p.m. and 7 p.m. *The Caine Mutiny* (United States, 1954). Directed by Edward Dmytryk and starring Humphrey Bogart. Provincial Museum. Admission is free.

Student Cinema

7 p.m. and 9:30 p.m. *Scenes from a Marriage* (Sweden, 1973). Directed by Ingmar Bergman and starring Liv Ullman. Students' Union Theatre. Admission is \$1.50 advance for students and \$2 at the door. Tickets available from the HUB Box Office.

29 NOVEMBER, MONDAY

East European Studies Lecture

11 a.m. "General trends in the development of the economy of the Soviet Union," with speaker V. Vorobyov, Senior Economist, USSR Ministry of Planning. 14-6 Tory Building.

Edmonton Film Society

8 p.m. *The Earrings of Madame De* (France, 1954). Directed by Max Ophuls and starring Charles Boyer. International Series. Students' Union Theatre. Series tickets available at the door.

Edmonton Jazz Society

9 p.m. Jazz saxophonist Sonny Stitt. The Hovel. 109 Street and Jasper Avenue. Admission is \$4 for EJS members and \$5 for non-members.

30 NOVEMBER, TUESDAY

National Film Theatre

8 p.m. *A Very Curious Girl* (France, 1969). Directed by Nelly Kaplan. Centennial Library Theatre. Series tickets and single admissions available at the door.

Edmonton Jazz Society

9 p.m. Jazz saxophonist Sonny Stitt. The Hovel, 109 Street and Jasper Avenue. Admission is \$4 for EJS members and \$5 for non-members.

1 DECEMBER, WEDNESDAY

Science Dining Club

6 p.m. "Impressions from the Soviet Union," with speaker J.J. Klawe, Department of Geography. Dinner following, by reservation. Saskatchewan Room, Faculty Club.

Edmonton Film Society

8 p.m. *Harp of Burma* (Japan, 1956). Directed by K. Ichikawa. Japan Series. TL-11 Tory Building. Series tickets available at the door.

Concert

6:30 p.m. and 9 p.m. Sonny Terry and Brownie McGhee, renowned blues artists. Students' Union Theatre. Tickets available at the HUB Box Office.

2 DECEMBER, THURSDAY

Sociology Seminar

3:30 p.m. "French Canadian sociologists as an ideological elite," with speaker Ruth Pitts, Collège Universitaire Saint-Jean. 5-15 Tory Building.

Classics Seminar

4 p.m. "Introduction to the *Prosimetrum* as a literary genre," with speaker E.L. Wimet. 1-8 Humanities Centre.

German Film

7:30 p.m. *Lerchenpark: Ordnung muss sein* and *Lerchenpark: Die andere Frau*. TLB-2 Tory Building. Admission is free.

Edmonton Art Gallery Concert

8 p.m. The Edmonton Saxophone Quartet. Downstairs, Edmonton Art Gallery. Admission is free.

Cinematheque 16

7:30 p.m. *Klute* (United States, 1971). Directed by Alan Pakula and starring Jane Fonda and Donald Sutherland. Downstairs, Edmonton Art Gallery. Admission is \$2 for members and \$2.50 for non-members.

Harakati Forum

8 p.m. "Education for self-reliance," sponsored by the African Association of Alberta. 104 Students' Union Building.

Edmonton Opera Association

8 p.m. *Madama Butterfly* (in Italian) by Puccini. With Maria Pellegrini, John Sandor, and Cornelis Ophhof. Tickets available from the Association, telephone 424-5797, and from Woodward's.

3 DECEMBER, FRIDAY

Faculty Club

Downstairs. From the grill: Steak sandwiches, hamburgers, french fries, hot beef dips, tossed salad.

Upstairs. "French special: chicken breasts Veronique, rice pilaf with peas and mushrooms, spinach salad, plum pie Chantilly. \$5.50. Also lobster, \$12.50, and regular dinner menu. Reservations required. Entertainment: Fatback Band.

Student Cinema

7 p.m. and 9:30 p.m. *Love of Life* (United States, 1976). Biography and music of Arthur Rubenstein. Students' Union Theatre. Admission is \$1.50 advance for students and \$2 at the door. Tickets available at the HUB Box Office.

Cinematheque 16

7:30 p.m. *Murat-Sade* (Great Britain, 1966). Directed by Peter Brook and starring Glenda Jackson and Patrick McGee. Downstairs, Edmonton Art Gallery. Admission is \$2 for members and \$2.50 for non-members.

Edmonton Recorder Society

8 p.m. A performance evening. South West Cultural Centre, 11105 74 Avenue. Admission is free.

National Film Theatre

8 p.m. *A Married Couple* (Canada, 1969). Directed by Allan King. Centennial Library Theatre. Series tickets and single admissions available at the door.

Tournesol Dance Company

8:30 p.m. Tournesol Dance Company performs *Ricochet*, an hour-long work based on the gradual build up of energy. Tournesol Dance Workshop, 11845 77 Street, behind the Coliseum. Admission is \$2.50. For reservations telephone 474-7169.

4 DECEMBER, SATURDAY

Christmas Crafts Shopping Fair

12 noon to 10 p.m. Eighty booths of handicrafts, including pottery, weaving, macramé, among others. Also a coffee house catered by the Hot Box, continuous live entertainment, free parking, and free day care centre. The Golden Garter on the Exhibition Grounds. Admission is \$1 for adults, children under twelve admitted free.

Edmonton Art Gallery Concert

2:30 p.m. John Gray Trio. Downstairs,

Edmonton Art Gallery. Admission is free.

Faculty Club

Downstairs. Crêpe night, \$5.50.

Upstairs. Lobster, \$12.50; also regular dinner menu. Reservations required.

Edmonton Opera Association

8 p.m. *Madama Butterfly* (in Italian) by Puccini. With Maria Pellegrini, John Sandor, and Cornelis Ophhof. Tickets available from the Association telephone 424-5797, and from Woodward's.

Concert

8:30 p.m. Leon Redbone performs. Students' Union Theatre. Admission is \$5. Tickets available at the HUB Box Office.

Tournesol Dance Company

8:30 p.m. Tournesol Dance Company performs *Ricochet*. Tournesol Dance Workshop, 11845 77 Street, behind the Coliseum. Admission is \$2.50. For reservations telephone 474-7169.

EXHIBITIONS AND PLAYS

University Art Gallery

To 12 December. "Classical Narratives in Master Drawings," an exhibition of forty original drawings representing works from the sixteenth to nineteenth centuries. Artists from Italian, French, Dutch, Flemish, German, and Danish schools are shown. The exhibition was selected from the collection of the E.B. Crocker Art Gallery in Sacramento, California.

To 12 December. "Honoré Daumier: Lithographs." Twenty-seven lithographs made available for showing by the Extension Service of the Winnipeg Art Gallery.

The University Art Gallery and Museum is located at Ring House One, directly behind the Faculty Club near Saskatchewan Drive. Gallery hours are 11 a.m. to 4 p.m. Tuesday and Wednesday; 11 a.m. to 9 p.m. Thursday; 2 p.m. to 5 p.m. Sunday.

Provincial Museum

Continuing. "Documentary Heritage," a long-term exhibition displaying valuable manuscripts and documents in the Provincial Archives of Alberta. Archives Gallery.

To 26 November. "Parliamentary Heritage," an exhibit exploring the history and contemporary functioning of the British parliamentary system. Feature Gallery 2.

To 17 December. "Harry Bamber—Pioneer Leduc Photographer," an exhibition of photographs from the first two decades of the century. Archives Lobby.

To 23 January. "Small World of Toys," a nostalgic exhibition featuring a century of toys of all types. Feature Gallery 1.

To 16 January. "Play's the Thing," an exhibition of home-made toys created from

everyday materials. From the National Museum of Man. Feature Gallery 3.

Rutherford House

Continuing. The House, 11153 Saskatchewan Drive, is furnished in its original manner. Admission is free. Saturday and Sunday, 12 noon to 6 p.m. Tours by appointment, telephone 427-3995 weekends, 427-5708 weekdays.

Latitude 53 Gallery

To 1 December. Watercolors by Faculty of Extension instructor Alfred Schmidt. 10048 101A Avenue.

Edmonton Art Gallery

To 31 December. "Alexis Gritchenko." Drawings, watercolors, oils, and gouaches by the Ukrainian artist. Official opening 21 November, with the Kashtany Male Ensemble and the Mereshi Vocal Ensemble. *To 15 December.* "Norman Yates." Twelve works, including eight large representational drawings and two large multiple drawings by the University instructor and well-known local artist.

Students' Union Gallery

To 26 November. "I wonder if you can get sued?" Sculptures and drawings by Roxanne. Gallery hours: 10 a.m. to 6 p.m., weekdays; 2 p.m. to 6 p.m., weekends.

Jubilee Auditorium

To 10 December. "Alberta Art Foundation Exhibition." This is the exhibition of Alberta art that toured Europe over the past year. Works include ceramics, sculpture, woven hangings, woodcut prints, oils, acrylics, and watercolors. Hours of the Auditorium Foyer: 9 a.m. to 9 p.m. weekdays; 12 noon to 5 p.m. weekends.

Northern Light Theatre

From 1 December. An adaptation by James DeFelice and Lawrence Reese of A.A. Milne's *Winnie-the-Pooh*. A Christmas show for children. Performances are at 12:10 p.m. Tuesday through Friday with extra performances Thursday and Friday at 1:10 p.m. Saturday performances at 7:30 p.m. and 9 p.m. Admission is \$2 for weekday performances, \$1 for senior citizens, and \$2.50 for Saturday performances. For reservations or information telephone the Theatre Office, 429-3110.

Theatre Francais d'Edmonton

3 and 4 December. *Les Dactylos* and *Les Chinois*, two plays by Murray Schisgal. Collège Universitaire Auditorium, 8406 91 Street. All performances in French; performance begins at 8 p.m. Admission is \$3.50 for adults, \$2.50 for students, and \$1.50 for children. Tickets available from the HUB

Box Office, Le Carrefour, 11217 Jasper Avenue, and at the door.

Citadel Theatre

To 4 December. Shakespeare's *Romeo and Juliet*. Directed by John Neville and starring Brent Carver and Nicky Guadagni. The Shoctpr Theatre of the new Citadel complex. Tickets and information available from the Theatre Box Office, telephone 424-2828.

NON-CREDIT COURSES

PUBLIC ADMINISTRATION COURSES

Two courses of interest to public administrators will be offered this winter through the Faculty of Extension. Both are part of the Public Administration Certificate Program but can be taken by interested persons not wanting to complete the certificate.

"Evaluating Program Effectiveness" begins 11 January from 7:30 p.m. to 9:30 p.m. and will last approximately fifteen weeks. The course provides an examination of the philosophies and techniques of evaluating public programs. The materials concentrate on the role of program evaluation in policy formation and the methodologies which can be used in various types of evaluation situations. Topics to be covered include purposes of evaluation, design of evaluation technique, evaluation and program operation, and the utilization of evaluation research.

"Administrative Law" will be of interest to all public officials who are either appointed or elected. The course begins 17 January from 5 p.m. to 7 p.m. and will run approximately fifteen weeks. The course is an examination of the delegation of legislative, judicial, and administrative power to individuals and tribunals. It will consider the legislative and judicial controls exerted on the exercise of power by administrators. Such topics as rules of natural justice, abuse of discretion, the Administrative Procedures Act, and the role of the Ombudsman will be discussed.

Application forms or additional information may be obtained by calling 432-5052. The fee for each course is \$100 and registrations are accepted in 228 Corbett Hall.

ARE YOU SAYING ENOUGH, WELL ENOUGH?

The Faculty of Extension will hold a seminar on 4 December from 9 a.m. to 4:30 p.m. to explore the process of communication and the discussion of issues in Alberta today. The purpose of the seminar is to identify topics for a proposed program of courses in communication and social research.

Speakers representing the viewpoints of the business and corporate community, the media, the University, and the three political parties

represented in the Alberta Legislature will lead discussions of communication issues related to their particular spheres of activity.

The day will be divided into four segments to examine the performance and responsibilities in each of the areas of government, business, higher education, and the media that contribute to the public discussion of issues in Alberta. People active in communications and public affairs will be invited to contribute to the discussion.

The seminar will conclude with recommendations to the Faculty for a program that might contribute to the development of communication skills among professional groups concerned with the issues raised.

The seminar will take place at the Faculty Club. There will be a Dutch treat luncheon. Although there is no charge for attendance at the seminar, space is limited. Therefore, persons planning to attend should enroll by 29 November. For further information contact Marylu Antonelli, 317C Corbett Hall. Telephone 432-5064 or 432-5055.

SCHOLARSHIPS, FELLOWSHIPS, AND AWARDS

The J.W. Dafoe Graduate Fellowship

Donor: J.W. Dafoe Foundation. *Where tenable:* The University of Manitoba. *Level of study:* Graduate. *Field of study:* Political Studies, Economics, or History. *Value:* \$5,000. *Number:* One. *Conditions:* Candidates must possess the Honours B.A. Degree or its equivalent and intend to work for a higher degree in the field of international studies. Applications are made by letter to the Awards Office, The University of Manitoba. See the brochure in Students Awards Office, Room 219 Central Academic Building, for information regarding letter. *Closing date:* 19 January 1977. *Further information and application forms should be requested from:* Awards Office, The University of Manitoba, Winnipeg, Manitoba.

NRC Post-Doctoral Fellowship

Donor: National Research Council. *Where tenable:* Primarily in Canada. *Field of study:* Science and engineering. *Value:* \$11,220 for twelve months. *Number:* Variable. *Conditions:* Applicants must have completed or expect to complete the requirements for a doctorate in science or engineering by 1 January 1978. They must be Canadian citizens or landed immigrants living in Canada. *Closing date:* 1 December 1976. *Further information and application forms should be requested from:* Department chairmen or the Student Awards Office, 219 Central Academic Building, telephone 432-3495.

Industrial Post-Doctoral Fellowship

Donor: National Research Council. *Where tenable:* A Canadian industry. *Level of study:* Post-doctoral. *Field of study:* Science and engineering. *Value:* A minimum of \$11,220. *Number:* Variable. *Duration:* Twelve months subject to renewal. *Conditions:* Applicants must have received or be about to receive a doctoral degree in science or engineering and must be Canadian citizens or landed immigrants. *Further information and*

application forms should be requested from:
Department chairmen or the Student Awards Office,
219 Central Academic Building, telephone 432-3495.

Department of National Defence Scholarships and Fellowships

Donor: Association of Universities and Colleges of Canada. **Where tenable:** The location must be suitable to the program of work to be undertaken. In special cases permission may be granted to undertake studies outside Canada. **Level of study:** Graduate. **Field of study:** Strategic studies of special relevance to current and future Canadian security. Studies may relate to any of the economic, political, military, technological, or sociological dimensions of national security. **Value:** The Fellowship includes \$8,000 plus academic fees, return economy air fare for Fellow and immediate family, and a supplement of \$1,500 for married Fellows. The Scholarship is \$5,000 plus academic fees. **Number:** Variable. **Duration:** Both Fellowships and Scholarships are for one year with possible renewal. **Conditions:** Candidates must be Canadian citizens. Fellowship candidates must hold a PhD or its equivalent or have experience in the field which the selection committee considers adequate. Scholarship candidates must hold a BA (Honors) degree or its equivalent. Candidates cannot hold any other award in excess of a total value of \$600 concurrently with these awards. One copy of a thesis or a reasonably detailed account of work done must be submitted to the Awards Office. **Closing date:** 1 March 1977. **Further information and application forms should be requested from:** Awards Officer, National Programs Division, Association of Universities and Colleges of Canada, 151 Slater Street, Ottawa, Ontario K1P 5N1.

National Institute of Science and Nuclear Technology Scholarship

Donor: National Institute of Science and Nuclear Technology (France) and UNESCO. **Level of study:** Graduate. **Field of study:** Metallurgy, advanced electronics, analytical chemistry, research and development economics, structural mechanics, reactor physics. **Value:** 1,200 French francs (1 franc = \$.20 Canadian) per month. In addition, medical expenses are covered by French Social Security and travel expenses will be provided. **Duration:** October 1977 to June 1978. **Conditions:** Candidates must have excellent knowledge of the French language. **Closing date:** 30 April 1977. **Further information can be obtained from:** Scientific Service, French Embassy, 42 Sussex Drive, Ottawa, Ontario K1M 2C9.

POSITIONS VACANT

General Executive Secretary Non-Academic Staff Association

The General Executive Secretary is an official spokesman for the Association, carries out its policies, and reports to an elected executive committee. The incumbent will be responsible to NASA members for ensuring that the Association bylaws have been and are being upheld.

The incumbent will manage the NASA office, advise members of NASA, research and negotiate on their behalf and endeavor to maintain good staff and labor relations.

Candidates must have experience with union agreements, collective bargaining techniques, and government acts as they relate to labor relations and the affairs of the Association. They must have a good knowledge of employee benefits and effective supervisory abilities. A related degree is desirable. The starting salary is from \$20,000 and is commensurate with qualifications and experience. There is an

attractive fringe benefit package. Closing date for applications is 6 December.

The position is open to both men and women and all applications will be kept in complete confidence. Forward a personal resumé to: J.H. Thackray, Chairman Selection Committee, 127 Administration Building.

Medical Secretary Dr. W.W. Cross Cancer Institute

Challenging position for a well-organized individual with a keen interest in the medical field. Proficiency in medical terminology, dictaphone, and minimum fifty words per minute typing is an asset. Excellent salary and fringe benefits. Contact the Personnel Department of the Dr. W.W. Cross Cancer Institute, either in person at 11560 University Avenue or by phoning 432-8587.

NON-ACADEMIC POSITIONS

To obtain further information on the following positions, please contact Personnel Services and Staff Relations, third floor, SUB, telephone 432-5201. Please do not contact the department directly. Positions available as of 19 November 1976.

Clerk Typist II (\$573-\$695)—Housing and Food Services; Mathematics; Plant Science
Clerk Typist II (\$286-\$347, half-time)—Computing Services
Clerk Steno II (\$595-\$721)—Elementary Education
Clerk Typist III (\$644-\$781)—Collège Universitaire Saint Jean; Plant Science; English
Senior Clerk (\$644-\$781)—Parking Services
Clerk Steno III (\$667-\$812)—Obstetrics and Gynaecology; Chemistry; Secretariat; Faculty of Business Administration and Commerce; Zoology; Entomology
Secretary (\$751-\$921)—Faculty of Business Administration and Commerce; Faculty of Dentistry
Library Assistant I (\$695-\$847)—Health Sciences Audio-visual Centre
Assistant Control Clerk (\$595-\$721)—Computing Services
Laboratory Assistant II (\$619-\$751)—Pharmacology
Audio Visual Assistant (\$644-\$781, term)—Health Sciences Audio-visual Education
Laboratory Assistant III (\$695-\$847)—Medical Laboratory Science
Pool Operations Attendant (\$781-\$959)—Faculty of Physical Education
Civil Engineering Technician I (\$781-\$959)—Civil Engineering
Audio Visual Technician I (\$781-\$959, term)—Romance Languages
Technician/Technologist I (\$781-\$1,088)—Botany
Biochemical Technician I (\$781-\$959, trust)—Faculty of Dentistry
Systems Control Clerk II (\$781-\$959)—Office of the Comptroller
Technician I (\$781-\$959)—Immunology
Maintenance Worker I (\$857-\$1,043)—Physical Plant
Biology Technician II (\$882-\$1,088)—Zoology
Administrative Assistant (\$1,000-\$1,239)—Personnel Services and Staff Relations
Machinist Technician III (\$1,043-\$1,293)—Technical Services
Electronics Technician III (\$1,043-\$1,293)—Chemistry
Television Producer II-III (\$1,136-\$1,611)—Radio and Television

The following is a list of currently available positions in the University of Alberta Libraries. The bulletin board postings in the Library Personnel Office, 516 Cameron Library, should be consulted for further availability.

Library Clerk III (\$644-\$781)—Cataloguing (three positions)
Library Assistant I (\$695-\$847)—Cataloguing

The following list is of currently available positions in the Dr. W.W. Cross Cancer Institute. Contact the Personnel Department of the Dr. W.W. Cross Cancer Institute in person at 11560 University Avenue.

Secretary I (\$832-\$895)—Radiation Oncology; Medicine; Diagnostic Radiology
Secretary-Nurse (c. \$885)

PERSONAL NOTICES

All advertisements must be received by 9 a.m. the Friday prior to publication. Rate is 15 cents per word for the first week and 5 cents per word for subsequent weeks ordered before the next deadline. Minimum charge is \$1. Ads must be paid in advance. We regret that no ads can be taken over the telephone. For order forms or further information, telephone 432-4991.

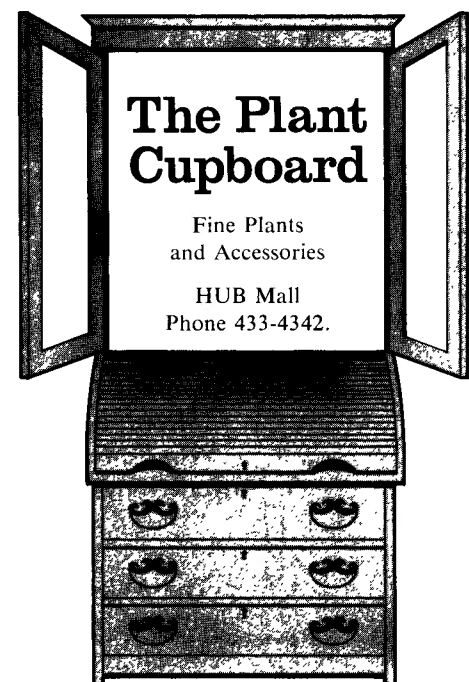
Accommodation Available

For sale—Rosslyn, three-bedroom bungalow; completed basement. Double garage. 475-4768.

\$83,000. Private sale: four-year-old split-level. 1,784 square feet, four bedrooms, family room with open fireplace. Living room bay window facing west. 65 by 110 landscaped lot; paved driveway and pad for 22 by 24 backyard garage. Located at 77 Avenue and 176 Street. This house is going on multiple listing 1 December at \$89,000. Buy now and save commission. Telephone 487-1191 after four for appointment.

Practice Medicine from your home. Six-year-old two-storey four-bedroom home in West Edmonton. Doctor's offices with separate entrance. Double front garage. A.E. LePage Melton Real Estate, Arnold Bercovich, 436-4662 or 489-2551.

Fifteen minutes to campus, Sherwood Park. Take over \$60,600 mortgage with no qualifications on this eight-room home, owned and built by contractor. Large lot near natural lake, woods, and school. Approximately 1,800 square feet; four bedrooms, two baths, large family room; custom mahogany cabinet work and upgraded carpet throughout.



Large double heated garage with automatic doors. \$78,500. Telephone 464-0576 for appointment. Dublin, Ireland. For rent: comfortable semi-detached house, fully furnished; quiet crescent, two miles city centre. Spring to fall 1977. 459-7842.

For sale by owner moving to B.C. Must sell immediately: custom-built, 1,400 square feet; three bedrooms; many extras. Large 68 by 120 foot lot, fenced, mature trees, shrubs. Patio doors, raised deck. Custom-built cupboards, countertop range, wall oven; two full bathrooms, separate front entryway, large family room. Near all schools, recreation, and shopping centres. Principals only. Low seventies. 469-7003.

For sale—1,296 square foot, three-bedroom bungalow; professionally landscaped, fenced crescent lot, north Mill Woods; 1½ baths, fireplace. Better than average construction and interior finish. Heated garage. \$30,000 first mortgage at 10%. No agents. 462-1971.

To sublet—1 January to 30 June 1977: large one-bedroom apartment, furnished. Primary concern: care of apartment. In University area. Telephone 433-3778 after six, or 432-4171 during day.

For sale—two-bedroom house near University. Very good condition. Offers. 439-5248, 434-2779.

Family with nice bungalow in Windsor Park is interested in trading for large home in the same area, or will purchase older-style home in Garneau or Groat Estate area. Dorothy Hamilton, 439-7371; 436-8509, Kellough Realty.

House for rent. Bonnie Doon area. Telephone Francis Sam, evenings, early morning, 469-6183; days, 432-6191.

Aspen Gardens—large two-storey family home on pie-shaped lot. Extra bedrooms in basement, plus cozy family room. Immaculate condition. \$88,900. Mrs. Anderson, Royal Trust, 434-4460; 435-4869.

Southgate area—Immediate possession. Large bilevel home; completed lower area, plus all kitchen appliances. Double garage. Vendor wants offers. \$79,900. Superior family home. Mrs. Anderson, Royal Trust, 434-4460; 435-4869.

Accommodation Wanted

Wanted to rent—two-bedroom fully-furnished apart-

ment or house. May 1977 to September 1977. For Australian professor and family. Telephone B. Ross, 432-6263, or D.R. Wilson, 432-6295. Suite or house for couple—by 1 December or 1 January. Reasonable rent. 439-2509.

Automobiles and Accessories

1969 Volkswagen 411 tan station wagon, radio, fuel injection, manual shift. Good condition. \$900. Telephone 439-5097 evenings.

1973 Fiat 128, two-door, front-wheel drive, manual shift, radio. 50,000 country miles. Good condition. \$1,500. 434-7236 evenings.

For sale—1966 Malibu, good running condition. \$275, or offers. 458-0025.

Goods and Services

Plumbing—for estimates on basement bathrooms, repairs, gasfitting, etc., call 465-7079.

Babies wanted—two- to nine-month-old volunteers needed for research in the development of visual memory. Dr. Cornell, 432-5216.

For sale—Limited companies, \$250. Bizecon International Ltd. 5821 118 Avenue. 474-0782.

Widely experienced PhD in English available as expert tutor for high school or University level English composition and/or literature. 488-6669.

Why not look really elegant? In a gown by Bruchal. Original design or pattern sewing. Telephone 469-5372.

Antiques from England for sale. Tables, chairs, buffets, bookcases, stools, dolls, clocks, porcelain, art-glass, commemoratives, Oriental porcelain, pictures, gifts, collectables. Mary Goulden Antiques, corner of 109A Avenue and 135 Street, Thursdays, Fridays, Saturdays, 10 to 5. 452-0397.

PhD (history) will do research, editing, etc. 424-1570, anytime.

Handyman carpentry service. Telephone John, 434-9709 evenings.

Spanish conversation lessons. 432-7189.

Experienced typist for term papers, theses, etc. 464-1929.

For sale—fresh lamb, \$1.25 pound, and mutton. \$.65 pound; freezer ready; 45-55 pounds per carcass. Telephone 963-3238, 432-3414.

Reduced air fare to Orient. 475-1109.

Washer and other household furniture. 434-2337.

Nutri Metic Cosmetics representative. Telephone Irene, 432-5684; evenings, 439-2406.

Basement sale—Saturday 27 November from 9 a.m. to 6 p.m. at 200 Brander Drive. Brand new Jenn-Air cooktop, bar refrigerator, Kenmore console humidifier. Zenith stereo, bunk beds, two desks, two dressers, coffee table and end tables, lamps, double laundry tubs, ski boots, skates, clothes, games, insulated dog house, and assorted miscellaneous. 434-4344.

Birch and poplar firewood. Reasonable prices. Telephone 469-7467.

Fischer skis (195). Marker bindings, \$65.00; Spaulding skis (195), Tyrol bindings, \$85.00; San Marcos Super-Pro boots, Men's 9½, \$140.00. All equipment excellent condition. 439-0209.

Fifteen-foot sloop rig sailboat on trailer. Offers. 988-5127.

Girl's red winter coat, 12-14; 9 x 12 Wilton rug. 433-7261.

Babysitter wanted, Monday, Wednesday, Friday mornings; old Glenora. 454-1364.

Shanghai House Mandarin Restaurant. Peking, Shanghai food—200 dishes. Peking duck—order in advance. Fire pot. Delicious, inexpensive. Monday through Friday, 4 p.m. to 10 p.m. Saturday and Sunday, 11 a.m. to 11 p.m. 6525 111 Street. 435-7622.

For sale—Kodak Carousel slide projector, remote and automatic controls. \$75. 484-1909 after 4 p.m.

Ee Religion: "All human beings are of the same creation; all religious faiths of the same ideal." All welcome for further understanding. Telephone Dr. Ong, 476-9937.

Graphs, tables, histograms, etc. prepared by professional draftsman for theses and publications. Reasonable rates. 466-2628 Tuesday and Thursday after 7.

Piano wanted. Responsible staff member would like to arrange occasional use of piano, evenings and weekends, to practice classical piano and flute music. 432-5952 or 484-6856.

MR. MIKE'S

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